

THE RELENTLESS PURSUIT OF
EXCELLENCE



RUTGERS UNIVERSITY ATHLETICS | **STRATEGIC VISION**



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A LETTER FROM PAT HOBBS

Dear Fellow Scarlet Knight,

I am delighted to share our vision for Rutgers Athletics. As a member of the Big Ten Conference and the only Power Five program in the New York metropolitan area, we have a unique opportunity to write the next great chapter in our storied history. We are, after all, the Birthplace of College Football. All-American Paul Robeson made history here “On the Banks” before embarking upon a life of influence and accomplishment. Student-athletes from Rutgers have ascended to the global stage, winning national championships and capturing Olympic gold. Through dedication, hard work, focused investment, and good old New Jersey grit, we can – and will – build upon this history and achieve even greater heights.

This plan sets out four Strategic Priorities for the next five years and beyond that focus on the excellence of our student-athletes, leadership and culture, and our programs. Each priority is accompanied by a set of goals that can only be accomplished if we work together every day and live our core values of excellence, integrity, respect, accountability and grit.

This is more than a simple statement of our aspirations. This is a working plan that allows us to measure our success. Some of those measurements are listed at the end of this document. Others will be developed as we pursue our goals. We will report annually on our progress, using this scorecard as a means for achieving full accountability and transparency. Whether it is on-field success, performance in the classroom, or improving the fan experience, you will know exactly how we’re doing.

Today there is a real energy and sense of optimism around Rutgers Athletics. We are already making the investments necessary to achieve sustained success. Ultimately, we have one overarching goal in mind – excellence – which we will relentlessly pursue in the years ahead.

Thank you for your continued support and Go RU!

Sincerely,
Patrick E. Hobbs
Director of Intercollegiate Athletics
Rutgers University



CORE PURPOSE

Through **excellence**, **integrity**, **respect**, **accountability** and **grit**, we will build a championship culture that ignites a shared sense of pride and loyalty.

CORE VALUES

EXCELLENCE
WE BRING OUR BEST

INTEGRITY
WE DO WHAT IS RIGHT

RESPECT
EVERYONE IS IMPORTANT
AND A CONTRIBUTOR

ACCOUNTABILITY
WE ARE RESPONSIBLE
FOR OUR ACTIONS

GRIT
WE PERSEVERE
THROUGH CHALLENGES

STRATEGIC I PRIORITY

STUDENT-ATHLETE EXCELLENCE

We will create an environment that develops and prepares our student-athletes academically and athletically, and that inspires them for lifelong success.

GOAL 1: ENHANCE ACADEMIC OUTCOMES

We will ensure all student-athletes have the necessary resources to succeed in their chosen fields of study and to complete their degrees. To that end, we will:

Action 1 Open the Gary and Barbara Rodkin Academic Success Center in December 2020, a state-of-the-art center for optimizing academic and personal growth.

Action 2 Engage the National Association of Athletic Academic Advisors to conduct a comprehensive review of academic support for student-athletes, including staffing, systems and services. Develop and execute an action plan to ensure that our student-athletes receive best-in-quality academic services.

GOAL 2: ADVANCE ATHLETIC PERFORMANCE

We will provide student-athletes comprehensive services, support and resources to help them achieve their maximum athletic potential on both the Big Ten and national stages. To nurture that potential, we will:

Action 1 Open the RWJBarnabas Health Athletic Performance Center at Rutgers University in July 2019. The center will support a comprehensive sports medicine program to serve student-athletes and provide



state-of-the-art practice facilities for basketball, wrestling and gymnastics.

Action 2 Engage the U.S. Council of Athletes' Health in a comprehensive review of sports health, and strength and conditioning. Develop and execute an action plan to ensure all student-athletes receive high-quality care and training relating to physical development and performance, mental health, and overall well-being.

Action 3 Achieve a ratio of athletic trainers and strength and conditioning coaches to student-athletes that is at or above the average of Power Five institutions.

Action 4 Develop a capital investment plan for upgrades to the areas of sports health and performance.

GOAL 3: FOSTER PERSONAL GROWTH AND WELL-BEING

We are committed to instilling leadership skills, providing career guidance, and assisting in the personal development of our student-athletes. Part of that commitment includes enhancing the Rutgers Office of Leadership Development and Strategic Partnerships. This will ensure that every student-athlete engages in opportunities for personal growth and professional development. To support that, we will:

Action 1 Implement, in partnership with the Graduate School of Education, a credit-based model for leadership and personal development programming for all student-athletes.

Action 2 Work with the Division of Student Affairs to build partnerships on campus for the benefit of student-athlete growth and wellness.

Action 3 Increase engagement of student-athletes in community service opportunities on the local, national, and global level.

Action 4 Work in partnership with University Career Services and the Varsity R Letterwinners Association to prepare student-athletes for postgraduate education and career opportunities.

STRATEGIC **II** PRIORITY

CULTURAL EXCELLENCE

We will foster a workplace environment that promotes and reflects our core purpose and values. We embrace the responsibilities that come with being the State University of New Jersey.

GOAL 1: SUPPORT OUR PEOPLE

We will focus on competencies, training and recruiting to ensure that our people represent our core values of excellence, integrity, respect, accountability and grit. Rutgers is committed to a diverse and inclusive workforce. To achieve that, we will:

Action 1 Standardize and implement a comprehensive employee recruitment and on-boarding process.

Action 2 Establish annual workforce development opportunities that reinforce the core values among the entire staff.

Action 3 Complete an Equity, Diversity and Inclusion (EDI) Review and execute an action plan based on the findings of the review.



GOAL 2: MAINTAIN OUR CULTURE OF COMPLIANCE

We will continuously invest the necessary resources to be exemplary in our compliance with University, NCAA and Big Ten bylaws, as well as state and local laws and regulations. To that end, we will:

Action 1 Deliver comprehensive NCAA rules education programs for internal and external constituents.

Action 2 Review and maintain athletic department policies and procedures.

Action 3 Develop protocols related to student and staff codes of conduct that outline necessary channels of communication. Annually educate staff regarding those protocols.

GOAL 3: ENHANCE OUR GAME DAY EXPERIENCE

We will promote an environment that is welcoming, respectful and memorable. This requires us to:

Action 1 Operationalize the Rutgers Athletics Creed through all relevant messaging platforms.

Action 2 Continuously improve the game day experience with a focus on enhanced amenities and greater customer service.

STRATEGIC **III** PRIORITY

PROGRAM EXCELLENCE

We intend to compete for Big Ten Conference and national championships.

GOAL 1: EMPOWER PROGRAMS

Successful programs require great leadership, talented student-athletes and actionable resources. We will review all of our programs to address competitive challenges and magnify opportunity. To ensure this result, we will:

Action 1 Continue to evaluate our sport programs to identify the resources required for sustained competitive success.

Action 2 Conduct an annual review of industry trends and emerging sports to evaluate any potential impact on our athletics model.



GOAL 2: ENHANCE ADMINISTRATION SUPPORT

We will make the necessary changes to the way we administer our programs to ensure that our coaches and student-athletes are effectively and consistently supported. As part of that effort, we will:

Action 1 Redefine the role and expectations of a sport administrator.

Action 2 Provide the Director of Athletics with a comprehensive annual review of assigned program with recommendations.

Action 3 Develop a secondary sport administrator program that will be designed to provide additional support and resources for our programs.

GOAL 3: INVEST IN FACILITIES

To support success at a Big Ten level, we must continuously evaluate, develop and invest in our facilities, and:

Action 1 Execute Phase I of the facilities Master Plan, which focuses on providing coaches and student-athletes with best-in-class practice facilities. This includes the Marco Battaglia Practice Complex, the RWJBarnabas Health Athletic Performance Center, and the Gary and Barbara Rodkin Academic Success Center.

Action 2 Develop Phase II of the Master Plan, which focuses on improving the fan experience in our competition venues.

STRATEGIC **IV** PRIORITY

SUSTAINING EXCELLENCE

We will continuously contribute to the overall success and reputation of the university, making Athletics a source of pride for students, sponsors, faculty, and alumni – and for the State of New Jersey.

GOAL 1:
GROW RESOURCES

We will develop and apply our resources in a fiscally responsible manner. We will be innovative in our approach to fundraising to build a foundation of broad-based annual support. This requires us to:

Action 1 Engage College Sports Solutions (CSS) to review and make recommendations regarding revenue enhancement, including ticketing, premium seating, multi-media, apparel and naming rights. Develop an action plan based upon those recommendations.

Action 2 Restructure development resources and staffing to bring greater focus to annual support. Develop a marketing campaign to increase alumni engagement and support. Partner with the Rutgers University Foundation on upcoming University-wide campaign.



GOAL 2:
BUILD BRAND EQUITY

We will enhance the Rutgers brand regionally, nationally and internationally. To do this, we will:

Action 1 Build excitement and inspire our constituents by promoting department success through enhanced communication strategies.

Action 2 Engage a consultant to conduct a brand study.

Action 3 Identify and secure naming rights partners that align with our core purpose and brand as the State University of New Jersey.

GOAL 3:
LEVERAGE TECHNOLOGY
AND DATA ANALYTICS

We will invest in technology to increase internal productivity and to improve the game day experience. To support that, we will:

Action 1 Collaborate with the Office of Information Technology, and complete a department-wide audit of all technology and current systems to produce a comprehensive technology plan.

Action 2 Leverage our partnership with Paciolan to build a business intelligence platform that improves constituent engagement.



HOW WE WILL MEASURE OUR PROGRESS



ACADEMIC PROGRESS RATE (APR)

OVERALL GRADE POINT AVERAGE

ACADEMIC ALL-BIG TEN HONOREES

POSTGRADUATE OUTCOMES

COMMUNITY SERVICE HOURS

COMPLIANCE EDUCATION

BIG TEN CONFERENCE RANK

LEARFIELD CUP RANKING

PROGRAMS QUALIFYING
FOR POST-SEASON PLAY

ALL-BIG TEN HONORS

TOTAL GIVING

ANNUAL FUND DONOR GROWTH

SCHOLARSHIP SUPPORT THROUGH
ANNUAL GIFTS AND ENDOWMENTS

ATTENDANCE GROWTH

MEDIA EXPOSURE

STRATEGIC PLANNING COMMITTEE

PATRICK E. HOBBS
Director of Athletics

SARAH BAUMGARTNER
Deputy Director of Athletics

RYAN PISARRI
Chairperson of the Strategic Planning Committee,
Sr. Associate AD for Sports Administration
Chief of Staff

MICHAEL SZUL
Sr. Associate AD for Finance,
Administration & Planning

PAUL PERRIER
Sr. Associate AD/Chief Compliance Officer

MATTHEW COLAGIOVANNI
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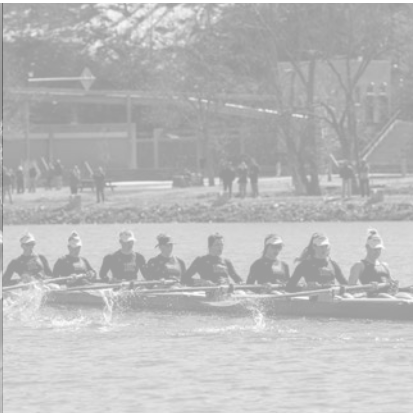
HASIM PHILLIPS
Associate AD for Communications

MARCO BATTAGLIA
Assistant AD for Development; Major Gifts

RANDI LARSON
Assistant Director of Academics

STEVE HEISEY
Consultant to the Strategic Planning Committee

The Rutgers Athletics Strategic Vision is a public-facing document that outlines the Department's goals, priorities and aspirations, as determined by a thorough and introspective committee process. The plan is designed to engage constituents, enable collaboration, cultivate commitment and inspire achievement. Reviews and evaluations to support implementation will take place throughout the five-year life of the plan.







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